REPORT
OF THE
JOINT INSPECTION UNIT

GENERAL ASSEMBLY

OFFICIAL RECORDS: FORTY-FIFTH SESSION
SUPPLEMENT No. 34 (A/45/34)

UNITED NATIONS

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New York, 1990

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NOTE

Symbols of United Nations documents are composed of capital letters combined with figures. Mention of such a symbol indicates a reference to a United Nations document.

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I. INTRODUCTION

1. The present report, the twenty-second prepared by the Joint Inspection Unit (JIU) since its creation on 1 January 1968, gives an account of the Unit's activities during the period 1 July 1989 to 30 June 1990. 1/

II. PARTICIPATING ORGANIZATIONS

2. The following are the participating organizations of JIU:

United Nations and its affiliated bodies

International Labour Organisation (ILO)

Food and Agriculture Organization of the United Nations (FAO)

United Nations Educational, Scientific and Cultural Organization (UNESCO)

International Civil Aviation Organization (ICAO)

World Health Organization (WHO)

Universal Postal Union (UPU)

International Telecommunication Union (ITU)

World Meteorological Organization (WMO)

International Maritime Organization (IMO)

World Intellectual Property Organization (WIPO)

United Nations Industrial Development Organization (UNIDO)

International Atomic Energy Agency (IAEA)

III. COMPOSITION OF THE UNIT

3. The composition of the Unit on 30 June 1990 was as follows:

Mr. Kabongo Tunsala***** (Zaire), Chairman

Mr. Raúl Quijano*** (Argentina), Vice-Chairman

Mr. Adib Daoudy** (Syrian Arab Republic)

Mr. Alain Gourdon* (France)

Mr. Richard V. Hennes***** (United States of America)

Mr. M. Salah E. Ibrahim** (Egypt)

Mr. Ivan Kojić* (Yugoslavia)

Mr. Kahono Martohadinegoro**** (Indonesia)

Mr. Boris P. Prokofiev** (Union of Soviet Socialist Republics)

Mr. Siegfried Schumm** (Federal Republic of Germany)

Mr. Norman Williams** (Panama)

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* Term of office expires on 31 December 1990.

** Term of office expires on 31 December 1992.

*** Term of office expires on 31 December 1993.

**** Term of office expires on 31 December 1994.

***** Term of office expires on 31 December 1995.

4. In accordance with article 18 of its statute, the Unit elected Mr. Kabongo Tunsala Chairman and Mr. Raúl Quijano Vice-Chairman for the calendar year ending 31 December 1990. During the year 1989, Mr. Richard V. Hennes and Mr. Kabongo Tunsala were Chairman and Vice-Chairman respectively.

5. By its decision 44/315 A, the General Assembly appointed Mr. Andrzej Abraszewski (Poland) for a term of office beginning 1 January 1991 and expiring on 31 December 1995 (replacing Mr. I. Kojić of Yugoslavia), and reappointed Mr. Kabongo Tunsala (Zaire) for a further five-year term beginning on 1 January 1991. The General Assembly also appointed Mrs. Erica-Irene Daes (Greece) for a five-year term commencing on 1 January 1991 (replacing Mr. A. Gourdon of France), and reappointed Mr. Richard V. Hennes (United States of America), whose new term of office begins 1 January 1991 and ends 31 December 1995 (decision 44/315 B).

IV. SECRETARIAT

6. The secretariat of the Unit consists of an Executive Secretary, and 7 Professional and 10 General Service posts.

V. WORK PROGRAMME

7. The Unit drew up its work programme for 1990 in accordance with article 9 of the Unit's statute. In doing so, special attention was again paid to the guidelines given in resolution 43/221 of 21 December 1988, as well as to the request in paragraph 2 of resolution 44/184 of 19 December 1989, "to give even greater attention to management, budgetary and administrative issues relevant to the agendas of the governing bodies of its participating organizations and to their main and common concerns". In this latter connection, the work programme has taken into account requests and suggestions made by the Unit's participating organizations.

8. The work programme has been circulated to Member States and participating organizations by the Secretary-General as the annex to document A/45/117. The aims and focus of each study are described briefly and evaluation studies are so identified. Studies that are likely to be undertaken in the 1991-1992 period are shown separately in the work programme.

VI. FOLLOW-UP OF REPORTS

9. The commentary that follows provides the Unit's views on the status of implementation of the recommendations contained in two reports of the Secretary-General (A/44/488 and A/45/441), which cover 11 JIU reports issued between 1984 and 1988.

10. Both reports of the Secretary-General are very detailed accounts of what is being done by the United Nations and by other organizations of the system. The Unit is satisfied with these accounts and would make hereunder special mention of two reports covered in document A/44/488.

11. As regards the report on United Nations development system support to the implementation of the Buenos Aires Plan of Action on Technical Co-operation among Developing Countries (A/40/656), the Unit is generally pleased with results so far, including the decision of the High-Level Committee on the Review of Technical Co-operation among Developing Countries to carry follow-up of the JIU report as a separate item on its agenda. The Unit is similarly pleased that its report on field representation of organizations of the United Nations system: structure and co-ordination (A/41/424) continues to engage the attention of Member States and organizations of the United Nations system and that several of its recommendations, despite the protracted effort required for their implementation, are nevertheless being addressed diligently. The latter report was the object of attention of the Economic and Social Council as recently as its second regular session of 1990.

12. The reports that form the subject of document A/45/441 are more recent issues of the Unit. Some of their recommendations will require more time to accomplish. Nevertheless, action, where taken so far, is encouraging. This is true particularly in the case of the reports on evaluation of United Nations technical co-operation project evaluation systems - Parts I and II (E/1989/41 - Part I; E/1989/41/Add.1 - Part II), and evaluation of rural development activities of the United Nations system in three African least developed countries (Burkina Faso, Burundi, United Republic of Tanzania) (A/45/76-E/1990/12).

13. The Unit looks to continued co-operation with all its participating organizations in this endeavour.

VII. CONSULTATIONS

14. During the year under review, the Unit maintained contact with the Advisory Committee on Administrative and Budgetary Questions, the International Civil Service Commission, the Panel of External Auditors, the Consultative Committee on Administrantive Questions, the Inter-Agency Meeting on Language Arrangements, Documentation and Publications (IAMLADP), and the management, evaluation and audit services of secretariats.

15. In June 1990, a joint JIU/Advisory Committee on Administrative and Budgetary Questions meeting was held at Geneva, the central item of discussion being the JIU report on budgeting in organizations of the United Nations system - some comparisons (A/45/130). A report under preparation at that time, on the extrabudgetary resources of the United Nations, also provided an opportunity for collaboration between the two bodies. Other formal and informal contacts have also been maintained.

16. Three reports in the Unit's work programme touch on areas of special interest to the International Civil Service Commission and thus call for continuous consultation. Such consultation has been of benefit to the Unit so far. The reports in question are on grade overlap, staff rotation in the United Nations and the advantages and disadvantages of the post system.

17. Contacts were maintained with the Board of Auditors through correspondence and, through personal contact, with the Chairman of the Technical Group, Panel of External Auditors. As mentioned by the Secretary-General in his analytical report on the implementation of General Assembly resolution 41/213 (A/45/226, para. 227), steps have been taken by the Panel to co-ordinate with the Unit on the preparation of good practice guides.

18. Inspectors participated in some of the meetings of the Committee for Programme and Co-ordination. The JIU concluding report on the implementation of General Assembly resolution 32/197 concerning the restructuring of the economic and social sectors of the United Nations system was reviewed by the thirtieth session of the Committee for Programme and Co-ordination, as reflected in the Committee's report on the first part of its thirtieth session (A/45/16 (Part I)). The Committee decided to transmit its observations to the Economic and Social Council for its consideration in the context of the continuing dialogue on the revitalization of the Council and on the efficiency of the administrative and financial functioning of the United Nations in the economic, social and related fields (A/45/16 (Part I), para. 433).

VIII. SUMMARIES OF JOINT INSPECTION UNIT REPORTS AND NOTES

A. Budgeting in organizations of the United Nations system. Some comparisons. Volume I - Comparative analysis, Volume II - Comparative tables (JIU/REP/89/9) (A/45/130)

19. The budget documents presented by the organizations are so different in their format, terminology, techniques and methods that it is difficult to examine the budgets of the organizations in a comparable manner. The "transparency" and "comparability" of budgets of the United Nations system have thus been repeatedly questioned.

20. The General Assembly reiterated in several resolutions the efforts to be made to achieve the maximum possible standardization and comparability in the budgetary and administrative practices of the organizations concerned. The Administrative Committee on Co-ordination made a number of proposals and guidelines in this respect, which has resulted in some similarities in the ways the organizations prepare and present their budgets in areas such as budget structure, budget presentation and financial and budgetary terminology. The Advisory Committee on Administrative and Budgetary Questions submitted reports on budgets and budgetary practices of specialized agencies and IAEA. The Consultative Committee on Administrative Questions also conducted several studies on many of these aspects with regard to such questions as inflation, exchange rates, categories of budget increases, personnel lapse factors and distributed costs. The flow of information through the system by means of these studies and reports has had a positive effect in achieving standardization to a certain degree. In fact, similar budgeting techniques and methods have been introduced over the past years by various organizations as concerns the use of the constant dollar, the methodology for calculating staff costs and the adjustment for staff turnover and delays (lapse factor).

21. The study focuses on several aspects of budgeting in the organizations and attempts to examine the extent to which these efforts by the Administrative Committee on Co-ordination and other bodies have resulted in "standardization" and "comparability" in budgets of the United Nations system as well as the differences that have remained. Given that budgeting techniques and methods cannot be examined in isolation of and independently from the overall budgetary and financial policy of the organizations, the study also deals with some related issues of financial management and policy. This study is composed of two volumes: Volume I makes a cross-organizational analysis of major techniques, methods and practices in organizations of the United Nations system in the preparation of their regular budgets on the basis of comparative tables contained in Volume II. Chapters II and III review general characteristics of the budgets of the organizations in budget policy and structure as well as budget preparation and submission procedures, which differ from one organization to another. Chapter IV examines how several budgeting and financial terms are defined and used in organizations. Chapter V focuses on the methods to establish budget increases (decreases). Finally, Chapter VI gives consideration to measures dealing with currency fluctuation.

Recommendations

To facilitate a more equitable and comparable development of budgeting of organizations in the system, the following recommendations are made:

1. The organizations that do not have programme budgets should review the possibilities of their introduction and develop programme budgets adequately so as to indicate distinctively the planned outputs. A medium-term plan should constitute the principal policy directive for programme budgets for the organizations. They should report to their governing bodies on the outcome of their review (para. 11, 12 and 16).

2. For objective calculation purposes of real programme and budget growth, a method of re-costing after comparison on a constant cost level should be adopted (paras. 85-88).

3. Organizations that have not already done so should establish a small group of experts on budgetary, financial and programmatic fields as a subsidiary unit of the legislative organ in order to examine budget proposals and related matters efficiently (paras. 37 and 38).

4. Organizations should closely review the experience gained by other organizations that have applied a "contingency margin" and should consider the possibility of its introduction, after having discussed such a possibility within the Consultative Committee on Administrative Questions (Financial and Budgetary Questions) (paras. 51 and 52).

5. Member States that tax the salaries of international civil servants of the United Nations system should compensate, entirely and in timely fashion, the costs of administering special arrangements (Tax Equalization Funds, special agreements, etc.) for reimbursements of income tax levied to the staff members concerned. The Member States concerned should make advance payments sufficient to cover the estimated income taxes payable and the costs of administering these arrangements (para. 57).

6. With regard to working capital funds, organizations should consider that:

(a) The amount of working capital funds should not represent, as a principle, more than one twelfth of the overall level of the regular budget for one year, or approximately 4 per cent of a biennial budget (in the case of other budgetary periods to be calculated accordingly) (para. 64);

(b) Working capital funds should be used mainly to bridge short-term cash flow problems, resulting from late payment of contributions; once the financial viability of the organizations is restored it should be used exclusively for this purpose (para. 64).

7. The use of reserve accounts and reserve funds should, in pace with restoring financial viability, be reduced and gradually eliminated, so that the organizations should restrict themselves in resources provided in the approved budget. In case of absolute necessity, a supplementary budget, or where this is not feasible, a borrowing facility, should be used as a last resort. In the case of borrowing, the interests due, and other related charges, should be borne on a pro rata temporis basis and in accordance with the scale of assessments by those Member States which fail to pay their assessed contributions fully and on time (paras. 65-70 and 80).

8. With a view to minimizing the adverse effects of currency fluctuation, the organizations concerned should envisage that:

(a) Organizations that spent over 85 per cent of their expenditure in local currency at headquarters should switch their budget currency to this local currency (paras. 117 and 118);

(b) All other organizations should examine the possibility of introducing a "split assessment system" in the two main currencies of their regular budget expenditure or, where appropriate, a "forward purchasing" of estimated currency needs (paras. 125-129).

22. This report was sent on 26 July 1989 to the executive heads of all participating organizations of JIU for action.

B. Human resource development through technical co-operation (JIU/REP/89/10) (A/45/113)

23. This report presents an inventory of activities of a number of specialized agencies in the area of human resource development. Essentially, the focus of the activities is on imparting knowledge to, and improving the skills of, nationals of developing countries in direct response to the needs of those countries.

24. Although the system's contribution to human resource development is undeniable, one of the main conclusions that emerges from a general analysis of the information is that there is no established mechanism within the system for co-ordinating the programmes of different agencies so as to ensure coherence among the various programmes. It has also been observed that there is a high wastage rate of trained personnel owing to lack of career opportunities and financial reward, especially in the public sector.

25. The report concludes that there is a need for some type of co-ordinated approach to human resource development in the United Nations system.

Recommendations

1. The Secretary-General should be authorized to establish an inter-agency "focal point" whose main responsibilities would be to monitor and assess co-ordination of programme preparation and implementation by Member States and United Nations agencies in the field of human resource development, to advise Member States and the agencies concerned of progress made and difficulties encountered in the human resource development process and to report annually to the General Assembly on results, proposals and new developments. For this purpose, the Secretary-General should be requested to take into consideration, inter alia, the following suggestions:

(a) The focal point's responsibilities could be assigned to the United Nations Development Programme (UNDP) because of the nature of its organization (funding agency) and the infrastructured prestige built around its human dimension effort, notwithstanding the fact that there are other organizations in the system that could undertake this role and achieve an effective result;

(b) It should monitor and advise Member States and United Nations agencies on possible duplications in human resource development efforts in a given country, or region, with due respect to emphasis in priority sectors targeted by the Member States through development training efforts;

(c) It should ensure the integration of trained personnel in this development process and ensure too that their expertise is properly utilized as an input for economic growth.

2. Human resource development activities in general and those executed by the United Nations system in particular should be more oriented towards the promotion of human fulfilment at the grass-roots level, thereby ensuring that people whose labour is needed become willing and active participants in the development process, a sine qua non for the attainment of sustainable development and the objective of self-reliance.

3. Member States should be invited to consider human resource development and its integration in their development process as a permanent agenda item of the meetings of the Ad Hoc Committee for the Fourth International Development Strategy (resolution 43/182). The criteria, the methodological approach and all other aspects of the problem should be discussed openly and at length in this forum by all parties concerned.

26. The report was sent on 2 October 1989 to the executive heads of all participating organizations of JIU for action.

C. From the optical disc pilot project at the United Nations Office at Geneva to an optical disc system for the United Nations (JIU/REP/89/11) (A/44/684)

27. This report follows two earlier JIU reports on problems of storage and its costs in organization of the United Nations system (JIU/REP/86/9) (A/41/806 and Corr.1) and an addendum to that report (JIU/REP/87/6) (A/42/673). The current study describes the implementation by the United Nations of a pilot project using optical discs for storing conference documents and transmitting them to and receiving them from distant locations. The Inspectors consider the project a success.

28. The Inspectors also provide their views on planning an operational optical disc system (configuration, cost estimates and estimated savings). In particular, the Inspectors conclude that savings resulting from the introduction of such a system will more than offset the recurrent costs of maintenance and, eventually, even the initial cost of acquisition.

29. Finally, the Inspectors state their awareness of the pronounced move during recent years to adopt optical disc technology within the specialized agencies.

Recommendations

1. A fully operational optical disc system for storage and retrieval of recent and future documentation should be installed in the United Nations Secretariat. The General Assembly may wish to provide in the 1990-1991 budget appropriate resources for such a system.

2. Should the General Assembly adopt recommendation 1 and United Nations Secretariat in-house resources prove insufficient, it may wish to consider the possibility of contracting out the inputting on optical discs of all existing United Nations documentation, which will allow the preservation of the

institutional memory of the Organization, the ready availability of all United Nations documentation and substantial additional savings.

3. The legislative bodies of the agencies of the United Nations system may wish to consider the possibility of installing operational systems of their own. In this eventuality, the results of the United Nations Office at Geneva optical disc pilot project should be utilized. Paramount consideration should be given to ensuring the most cost-effective configuration compatible with those to be installed in the United Nations Secretariat and the permanent missions of Member States.

30. The report was sent on 13 October 1989 to the executive heads of all participating organizations of JIU for action.

D. Distribution and dissemination of documents and publications of the United Nations Educational, Scientific and Cultural Organization, particularly in the developing countries (JIU/REP/90/1)

31. This study, prepared at the request of the Executive Board of UNESCO, seeks to ascertain to what extent the Organization's printed material reaches its various target groups. It also reviews the programming for and management of the various types of publications, which have led to the following recommendations:

Recommendations

A. Improvement of the quality of publications

1. UNESCO should redefine and strengthen the role of the Reading Committee to make it the sole decision-making authority regarding publications. While the purpose of the Reading Committee is stated, its competence, the extent of its powers and its means of action should be clearly defined. Its powers should be strengthened.

2. The Office of Publications and Periodicals and the publications units of the sectors should help the programme specialists find authors and conclude contracts with them; should, along with the specialists, participate as much as possible in the planning and preparation of works and should intervene "upstream" through the choice of subjects; and should watch over the quality of the content and presentation of publications, so as to obtain publications of better quality and greater appeal.

3. UNESCO should incorporate the publication plans of the Regional Offices (as decentralized services) in the general publications plan to be submitted to the UNESCO General Conference by the Director-General.

4. UNESCO should re-establish a Publications Committee to prepare the implementation of the publication plan. The Committee should co-operate closely with the Office of Publications and Periodicals, the sectors and all of the UNESCO Regional Offices. It would prepare budget estimates for all publications for their inclusion in the general plan and in the draft budget to be submitted to the Executive Board and the General Conference.

B. Distribution free of charge

1. To improve the free-of-charge distribution of documents and other publications, the Documents Division, in conjunction with the sectors, should update the mailing lists of its clients and official recipients every two years.

2. It should seek the co-operation of the UNESCO Regional Offices, the United Nations information and documentation centres, non-governmental organizations, National Commissions and local UNESCO representatives, by regularly sending them copies of all publications - documents, periodicals, brochures, etc.

3. For individuals, the sectors should require the addressees to renew their application every two years as an indication of their wish to continue to receive the publications.

4. It should investigate ways of co-operating with the cultural centres in the developing countries of such countries as France, the Union of Soviet Socialist Republics, the United Kingdom of Great Britain and Northern Ireland and the United States of America.

5. The experience of other organizations in the United Nations system should be tapped, such as that of the United Nations Children's Fund (UNICEF), which is helped by the non-governmental organizations. Consideration should be given to setting up United Nations libraries in cities in which many such organizations are represented and there should be co-operation with university libraries and with research institutions in developing countries.

C. Sales of publications

1. The Office of Publications and Periodicals should have its own budget, which should be large enough to enable it to carry out its function of publishing prestige works that are to be sold.

2. We have already referred to the importance of identifying and pinpointing target groups and studying their needs, and consequently of the need to study the book market. UNESCO should make the necessary effort to finance such market studies.

3. In each case, the Office of Publications and Periodicals should furnish promotional material and provide for the display and sale of its publications in major centres, schools, universities and institutions of higher education, as well as for the presentation of its publications on radio and television.

4. In connection with its promotional policy, the Office of Publications and Periodicals should be supported:

(a) In its participation in fairs and exhibitions in developing countries;

(b) In conducting book campaigns in rural areas of developing countries, in association with Governments, National Commissions, national publishers and universities;

(c) In pursuing its policy of diversifying its sales networks: for example, the agreements signed with the Centre d'Edition Africaine and Nouvelles Editions Africaines publishing houses should be maintained and observed.

32. The report was sent on 10 July 1990 to the Director-General of UNESCO for action, and to the other participating organizations of JIU for information.

E. The co-ordination of activities related to early warning of possible refugee flows (JIU/REP/90/2)

33. Early warning of possible refugee flows has been accorded a high priority by the Member States of the United Nations. The Secretary-General has shown keen interest in early warning from the inception of his office and established the Office for Research and the Collection of Information with a mandate to, inter alia, provide early warning of developing situations requiring the Secretary-General's attention and to monitor factors related to possible refugee flows. Yet the problem of refugee flows has become even more critical. There is an urgent need to emphasize the role of the United Nations in early warning in order to prepare organizations to respond efficiently, thereby preventing disaster situations and minimizing damage.

34. The fact that mass movements of people are affected by multiple and complex factors suggests that its early warning requires an intersectoral and multidisciplinary approach. Since the organizations of the United Nations system are involved either directly or indirectly in divers root causes of refugees, the potential of these organizations should be immense. However, activities related to early warning of refugee flows are not well-organized, owing to the fragmented and decentralized nature of the work of the United Nations system. If they are well co-ordinated, their contribution to early warning would be considerably increased. This report focused on the co-ordination of early-warning-related activities based on the fact that the main problem of early warning of refugee flows was not the lack of information, but how to make available the existing information to feed into a policy decision-making process.

35. The report is the result of a survey of several managerial and administrative aspects on the subject. It reviews actual and possible involvement of various entities of the United Nations system in activities that may contribute to early warning of possible refugee flows. It also considers their ongoing co-operation in this area of activity. Further, it examines methods and practices in transmitting, processing and evaluating the information at hand, as it relates to early warning, with a view to exploring possibilities for better co-ordination. Finally, the report recommends practical measures to increase the early warning capacity of the United Nations system in the field of refugee flows.

36. The report reveals that there is great scope for enhancing the capacity of the United Nations system with regard to the early warning of refugee flows, given its extensive range of activities and potential, backed up by its widespread representation throughout the world. It stresses the fact that there exist many methods and techniques, which have been developed by several organizations within their own mandates, to monitor various factors that may influence mass flows of refugees. While varying in scope, relevance and sophistication, these methods and techniques can be adopted and tailored to develop an integral system for early

warning. Thus, the report points out that the actual problem of co-ordination relating to early warning of refugee flows is the lack of suitable methodologies, well-defined procedures and established mechanisms. To remedy these deficiencies, what is required is to take appropriate and concrete measures on a co-ordinated system-wide basis.

37. The report concludes that there is an urgent need to introduce early warning as a regular component of work in the United Nations system in a co-ordinated manner by making use of existing infrastructures. It advocates the establishment of an effective early warning system of possible refugee flows through good system-wide co-operation and co-ordination. To this end, the designation of a central focal point within the United Nations system for monitoring factors related to refugee flows and the establishment of an inter-agency consultative mechanism is essential.

38. In the light of the report's findings, the following recommendations have been formulated:

Recommendations

1. In order to introduce early warning as a regular component of work and to increase the early warning capacity of the United Nations system in refugee matters by improving its co-ordination, the Administrative Committee on Co-ordination should:

(a) Include in the agenda of its forthcoming session an item on early warning of possible refugee flows and further consider this subject from time to time as needed (paras. 108, 110 and 124);

(b) Designate a central focal point of the United Nations system for the co-ordination and monitoring of factors related to possible refugee flows (paras. 106, 108 and 124);

(c) Establish a working group on early warning of refugee flows, consisting of representatives of the Office for Research and the Collection of Information, the United Nations High Commissioner for Refugees (UNHCR), the Centre for Human Rights, the United Nations Disaster Relief Organization (UNDRO), the Food and Agriculture Organization of the United Nations (FAO) and UNESCO, as well as those of the Development and International Economic Co-operation, UNDP, the Department of Public Information, the World Food Programme (WFP) and the World Meteorological Organization (WMO), to work out practical measures for modes of co-operation and procedures to develop an effective early warning system for refugees (paras. 106 and 125);

(d) Set forth a regular inter-agency consultative mechanism that should consider concrete cases of early warning of possible refugee flows and meet urgently in case of emergencies (the Office for Research and the Collection of Information and UNHCR serving as the joint convener and secretariat of such a mechanism) (paras. 108 and 124);

(e) Make arrangements for United Nations resident co-ordinators to serve as co-ordination points for early warning of refugee flows in the field (paras. 117, 118 and 126).

2. The Secretary-General should make administrative arrangements (financial, staffing, etc.) for the Office for Research and the Collection of Information within the resources available aiming at increasing the capacity of this Office in early warning of refugee flows (paras. 39, 75 and 121).

3. Further to the Administrative Committee on Co-ordination's decisions related to recommendation No. 1, the executive heads of relevant organizations of the United Nations system should make internal arrangements as may be appropriate with a view to strengthening early warning activities related to refugee flows and in particular by:

(a) Assuring the rapid transmission of information to the Office for Research and the Collection of Information and to the executive heads of specialized agencies that may assist the Secretary-General to discharge his responsibilities for early warning of possible refugee flows and may enable the organizations to address more efficiently the problems in undertaking their operational activities (paras. 16, 114 and 124);

(b) Taking measures to reorganize, wherever necessary, relevant information within their respective organization or office and strengthen their information management methods for better contributions to early warning (paras. 111 and 123);

(c) Making necessary administrative and technical arrangements so as to achieve the highest possible degree of sharing of equipment and communication facilities within the United Nations system, in particular at the field level (paras. 101, 112 and 127).

4. With a view to expediting the work related to early warning of possible refugee flows, the Office for Research and the Collection of Information should:

(a) Reconsider its methodologies to develop an effective system for early warning of possible refugee flows, particularly by taking into account existing methods and techniques for monitoring within and outside of the United Nations system (paras. 38, 74-93 and 121);

(b) Give a priority to the finalization of specific indicators concerning root causes of refugee outflows (paras. 38, 77, 78 and 121);

(c) Take an initiative in promoting consultative discussions with entities that may contribute to early warning (paras. 38, 106 and 122);

(d) Further develop links with existing data bases within the Secretariat and the United Nations system, as well as with external sources (paras. 76, 114 and 127).

5. In order to strengthen the information base of decision-making:

(a) Entities involved in early warning of refugee flows should pay more attention to the research results of several institutions (e.g. the United Nations University (UNU), the United Nations Institute for Training and Research (UNITAR), the Department of International Economic and Social

Affairs, UNESCO, etc.) with a view to benefiting from the intellectual input of these institutions for their operational activities (paras. 115 and 128);

(b) Research institutions of the United Nations system should make more efforts to disseminate information on their work related to alert function by sending their products to the entities involved (paras. 61 and 128).

39. The report was sent on 28 August 1990 to the executive heads of all participating organizations of JIU for action.

Notes

1/ The reports of previous years were distributed by the Secretary-General as the following documents: A/C.5/1241; A/C.5/1304; A/C.5/1368; A/C.5/1433; A/C.5/1515; A/C.5/1598; A/C.5/1676; A/C.5/31/1; A/C.5/32/6; A/C.5/33/5; A/C.5/34/1; Official Records of the General Assembly, Thirty-fifth Session, Supplement No. 34 (A/35/34); Ibid., Thirty-sixth Session, Supplement No. 34 (A/36/34); Ibid., Thirty-seventh Session, Supplement No. 34 (A/37/34); Ibid., Thirty-eighth Session, Supplement No. 34 (A/38/34); Ibid., Thirty-ninth Session, Supplement No. 34 (A/39/34); Ibid., Fortieth Session, Supplement No. 34 (A/40/34); Ibid., Forty-first Session, Supplement No. 34 (A/41/34); Ibid., Forty-second Session, Supplement No. 34 (A/42/34); Ibid., Forty-third Session, Supplement No. 34 (A/43/34); and Ibid., Forty-fourth Session, Supplement No. 34 (A/44/34).

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